# McCann & Associates

Leadership Agility

The number one trend in leadership development, according to those on the cutting edge such as the Center for Creative Leadership, Harvard, and Cambridge is vertical leadership development. As contrasted with horizontal leadership development, which is analogous to putting more *in the container* (e.g. skills, knowledge, and credentials), vertical leadership development is about developing capacity, or *transforming the container* (or transform the leader themselves). The two practices are intertwined, but little work has been done until recently to focus specifically on the vertical development to increase the leader's capacity.

Capacity that can be increased through developing the four agilities of:
1. Greater self-awareness,
2. Deeper empathy,
3. More effective framing of issues, and
4. Ability to lead others to create value from change (i.e. innovate).

In our work with families, we have added the notion of character to this work since it constantly asks the leader to reflect on if their behavior is creating a reputation that aligns with how they perceive (and want to perceive) their character. This can be expanded to an entire family and that collective character, especially those of the leaders, is a powerful way to talk about the culture of the family. To paraphrase a leadership guru; the capacity of a family probably cannot evolve beyond the capacity (and character) of its leaders.
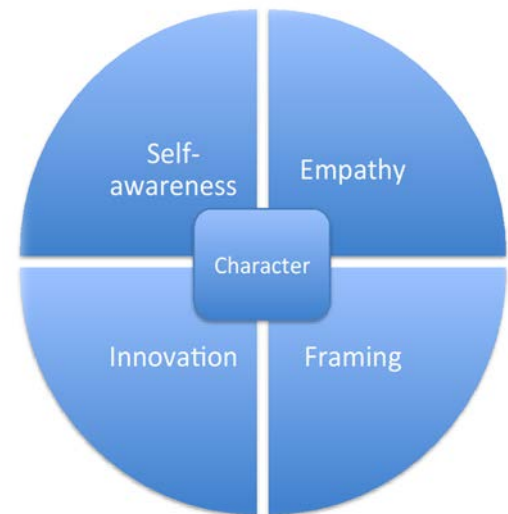
For families, this vertical leadership development provides the unique opportunity to take advantage of their values-based decision-making, long-term relationships, and investment in the whole person to:
- Develop greater capacity in leaders, as people;
- Help family members move from a perspective of me, to we, to them;
- To be a leader who is willing and able to let go of their current role (vital as everything is changing more rapidly and the older generation is staying involved longer);
- Develop each family members' character to align with their intended reputation, and
- To help shape not only the strategy but also the culture of the family to be an advantage to all of its enterprises.

The Four Agilities
Intimacy
- Self-Awareness - Able to have in-depth awareness of your emotions and manage them
- Empathy - Able to deeply empathize with other stakeholders' perspectives, feelings and needs

Innovation
- Framing - Able to reframe an issue or problem in terms of stakeholders' interest, timing and strategy
- Innovation - Able to transform change and problems into valuable results

**Stages – we tend to have a home base**

Catalyst (about 5%)
- Mindset: post-heroic and developing a highly participative **culture**
- Deep reflection (in the moment) empathy, high self-awareness and framing

Achiever (about 35%)
- Mindset: outcome focused, **strategist** and hero
- More willing to engage and listen to people, growing reflection, empathy, self-awareness, framing and vision/strategy

Expert (about 45%)
- Mindset: **problem solver**, hero, smartest guy in the room
- Sees people as tools to achieve a solution, shows beginnings of reflection, empathy, self-awareness, framing and vision
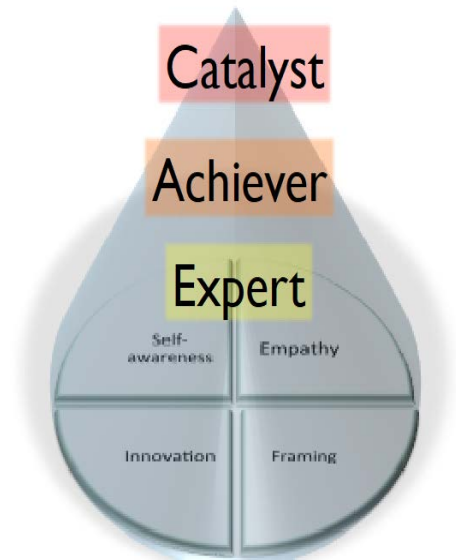
The three levels & the important applications

	Mindset	1. Pivotal Conversations	2. Teamwork	3. Organizational Change	Other
Catalyst	Visionary: "It's not about me" Leading not doing	Assertive & accommodative, genuinely care about input	Facilitator, open exchange in conversations	Creates participative culture, empowers direct reports	Post heroic Leader
Achiever	Strategic outcome, leading more	Assertive, accept & initiate feedback	Gain buy in from team & think strategically	Strategies to gain stakeholder gains, analysis of industry	Strategic thinking, innovation Leader/ Manager
Expert	Always busy doing but exhausted	Lead when absolutely needed & one way	Individual contributor	Company focused & tactical	Manager, NOT leader, avoids feedback